DoD Rapid Acquisition Incentive – Net Centricity
(RAI-NC)

Acquisition Spend Analysis Pilot Project Charter

Version 1.0

13 February 2004
Acquisition Domain

Table of Contents

Document Change Control

Revision Number	Date of Issue	Author(s)	Brief Description of Change
1	26 January 2004	Bill Ott	Initial Draft
2	27 January 2004	Anna Norris	Revised Ending Sections
3	2 February 2004	Anna Norris	Added Net Centricity Section and Metrics Worksheet (Appendix A)
4	6 February 2004	Bill Ott	Made minor revisions throughout
5	9 February 2004	Anna Norris	Made minor revisions throughout
6	10 February 2004	Bill Ott	Incorporated comments

Project Overview

PROJECT PURPOSE

Currently, there is over $171 billion in goods and services procured each year at the DoD. However, the DoD has limited insight into what it buys and from whom it buys at the enterprise level. Each military service and agency procures goods and services across the Department, with little coordination between procurement offices that are purchasing the same or similar services. In addition, the existing spend information resides in numerous disparate applications located throughout the Department.

This pilot will implement a technology solution that aggregates spend data from across the DoD and provides a spend analysis tool. The primary objective for this pilot is to prove that it is possible, from a DoD-wide perspective, to reduce the complexity of data integration and increase the accuracy of information used to support DoD's strategic sourcing efforts in a net-centric environment.

The spend analysis capability will be used by Contracting professionals throughout the DoD as well as Program Offices that have a procurement requirement. Contracting professionals will use the capability to identify strategic sourcing opportunities as well as share best practices amongst themselves. Program Offices will benefit by identifying other organizations with similar needs for the purpose of collaboration to improve quality and to reduce costs of goods and services procured.

PROJECT SCOPE

This pilot solution will aggregate PD2 data from an Army and Air Force data warehouse and provide a spend analysis reporting capability. The Air Force data warehouse will contain both Air Force and Navy spend data while the Army data warehouse will contain both Army and MDA spend data.

Seven spend analysis reports will be developed to analyze spend data. The seven reports will be 1) Total Spend, 2) Number of Contracts (Initial Awards), 3) Average Dollars per Contract, 4) Geographical Dispersion, 5) Supplier Concentration, 6) Supplier Diversity, and 7) Total Dollars by Supplier.

In addition to the seven pre-defined reports, an ad hoc reporting capability will be developed enabling parameterized filtering on any combination of data elements. For example, a user may select a date range or a specific vendor.

A web site will be implemented to allow users to use a browser to access the spend analysis solution. In addition, one report will be service-enabled and a demo will be developed to show how a report can be integrated into an existing application.

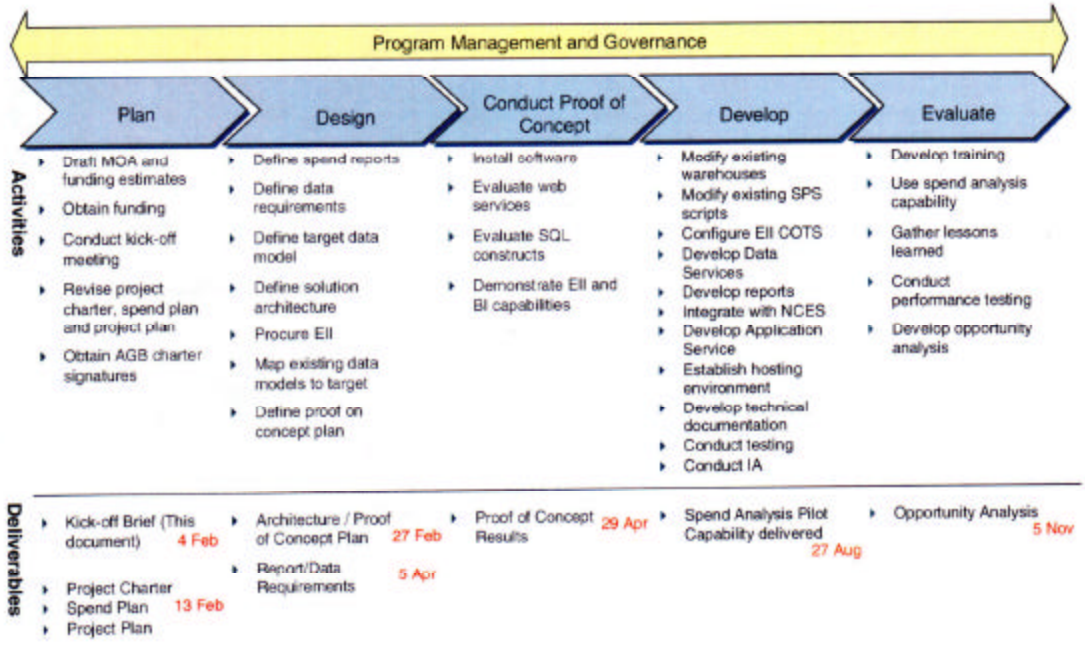
Out of Scope

This pilot will not integrate data from other contract management systems (e.g., Conwrite), logistics, finance nor strategic planning and budgeting systems. Developing commodity-sourcing strategies is not within the scope of this pilot.

Project Scope - Activities

The in-scope activities fall into one of five phases. The five phases, related activities and deliverables, are indicated in Figure 1.

Figure 1 - In-Scope Activities



PROJECT OBJECTIVES

This pilot will demonstrate that it is feasible to discover, pull, and analyze spend data at the DoD enterprise level in a net centric environment. The specific pilot objectives are:

1. Automate the collection of spend data across the DoD
2. Prove that it is possible, from a DoD-wide perspective, to reduce the complexity of data integration
3. Increase the accuracy of information used to support DoD's strategic sourcing commodity efforts
4. Demonstrate the benefits of net-centric tenets in the Acquisition Domain

BUSINESS CASE AND POTENTIAL BUSINESS VALUE

This pilot provides near-term and long-term value in three areas: financial, strategic, and technical. Figure 2 identifies potential value in each of these three areas.

Figure 2 - Financial, Strategic and Technical Value

Financial Value	Strategic Value	Technical Value
Near-term • Avoid redundant, Component-specific investments ***Long-term*** • Improve DoD's ability to achieve socioeconomic goals • Better leverage budgeted dollars available for the procurement of goods and services	***Near-term*** • Develop a spend analysis capability for the Domain ***Long-term*** • Spend analysis and strategic sourcing directly support the Acquisition Domain's vision of "an innovative and strategic Acquisition enterprise focused on efficient and cost-effective delivery of the best possible capabilities that enable the Warfighter to win."	***Near-term*** • Automate the discovery, aggregation, and analysis of spend data • Demonstrate net-centric attributes ***Long-term*** • Enable a repeatable spend analysis process with improved data quality • Apply net-centric lessons learned to future Acquisition IT projects

OUTSTANDING ISSUES

- None

APPROVALS

Stakeholder Name	Title	Signature	Date
Ms. Deidre Lee	Director, Defense Procurement & Acquisition Policy		
Ms. Sandra O. Sieber	Director, Army Contracting Agency	Sandra O. Sieber	2/13/04
Mr. Charlie E. Williams Jr.	Deputy Assistant Secretary (Contracting) Assistant Secretary (Acquisition), Air Force		13 Feb 04
CAPT Martin J. Brown	Deputy Assistant Secretary of the Navy (Acquisition Management)		13 FEB 04
COL Dwight E. Thomas	Director of Contracts, Missile Defense Agency	for Col Dwight Thomas	13 Feb 04

TERMINOLOGY

AGB – Acquisition Governance Board
BI – Business Intelligence
COTS – Commercial-off-the-Self
DPAP – Defense Procurement and Acquisition Policy
EII – Enterprise Information Integration
JAEBOB – Joint Acquisition e-Business Oversight Board
NCES – Net Centric Enterprise Services
SPS – Standard Procurement System

Project Approach

PROJECT DELIVERABLES AND QUALITY OBJECTIVES

The deliverables with quality objectives are shown in Figure 3. Figure 4 show the pilot's milestones and associated dates.

Figure 3 - Pilot Deliverables

DELIVERABLES	QUALITY OBJECTIVES
Project charter, project plan and spend plan	Provided to the Joint Working Group for review at least 5 days prior to the scheduled completion date, and the final revision will be approved by each person prior to AGB signature and being accepted within the project archives
Spend Report / Data Requirements	Provided to the Joint Working Group for review at least 5 days prior to the scheduled completion date, and the final revision will be approved by each person prior to being accepted within the project archives
Architecture / Proof of Concept Plan	Provided to the Joint Working Group for review at least 5 days prior to the scheduled completion date, and the final revision will be approved by each person prior to being accepted within the project archives
Proof-of-Concept Results Document	Provided to the Joint Working Group for review at least 5 days prior to the scheduled completion date, and the final revision will be approved by each person prior to being accepted within the project archives
Pilot Spend Analysis Capability Delivered	Provided to the Joint Working Group for review at least 5 days prior to the scheduled completion date, and the final revision will be approved by each person prior to being accepted within the project archives
Opportunity Analysis	Provided to the Joint Working Group for review at least 5 days prior to the scheduled completion date, and the final revision will be approved by each person prior to being accepted within the project archives
Interim status reports	Provided weekly to the Project Sponsor and the Project Team Leaders, and will be approved by each person prior to being accepted within the project archives

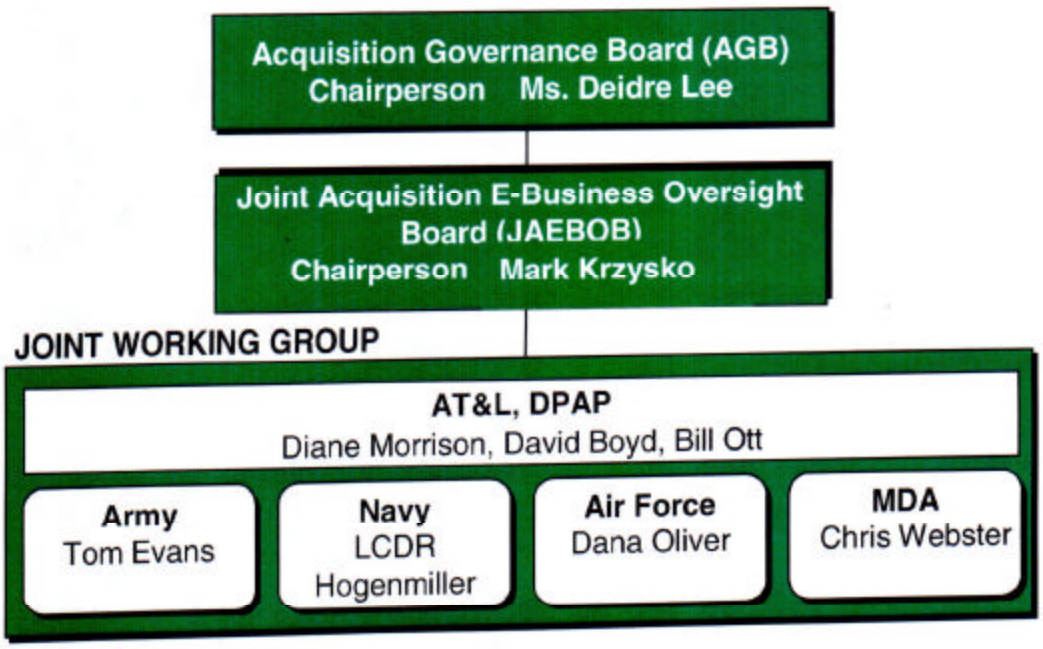
Figure 4 - Pilot Milestones

MILESTONES	Approximate Due Date
Project charter, project plan and spend plan approved	13 February 2004
Spend reports / data requirements approved	5 April 2004
Proof of Concept Complete	27 April 2004
Pilot Spend Analysis Capability Delivered	27 Aug 2004
Opportunity Analysis complete	5 Nov 2004

ORGANIZATION AND RESPONSIBILITIES

The Acquisition Governance Board (AGB) and Joint Acquisition E-Business Oversight Board (JAEBOB) will provide strategic oversight and guidance for this pilot. The Joint Working Group is comprised of Defense Procurement Acquisition Policy (DPAP), Army, Navy, Air Force and Missile Defense Agency (MDA). Figure 5 depicts the organization chart for the pilot.

Figure 5 – Pilot Organization Chart



The responsibilities of each member of the Joint Working Group are indicated below.

1. DPAP will:
   a. Provide day-to-day oversight and guidance to ensure coordination and completion of pilot activities
   b. Lead the development of business requirements, common data model, and success criteria
   c. Support the engineering of Business Objects and EII including installation, development, report building, data services, application services (demo) and web portal
   d. Participate in the procurement of an EII solution

e. Participate in technical solution testing
f. Lead pilot evaluation and opportunity analysis including identification of pilot users for evaluation
g. Lead weekly status meetings

2. Army, as the technical point of contact for manifesting the pilot capabilities, will:
   a. Assist in development of business requirements, common data model, and success criteria
   b. Coordinate all technical activities, as lead technical integrator, with participating Services and Components
   c. Lead the procurement of an EII solution
   d. Lead the architecture proof of concept
   e. Lead the engineering of Business Objects and EII including installation, development, report building, data services, application services (demo) and web portal
   f. Prepare existing Army data warehouse and PD2 scripts to support pilot
   g. Work with the MDA to integrate MDA PD2 data into Army data warehouse
   h. Implement role-based authorization for two groups – DPAP (all data) or Service (Service/Agency-specific data)
   i. Implement applicable DoD IA standards (certification)
   j. Implement a web-based user interface to the spend analysis pilot solution
   k. Develop a spend analysis application web service demo
   l. Conduct technical solution testing
   m. Maintain the technology solution during the pilot period of performance
   n. Participate in pilot evaluation and opportunity analysis
   o. Participate in weekly status meetings

3. The Air Force will:
   a. Assist in development of business requirements, common data model, and success criteria
   b. Participate in the procurement of an EII solution
   c. Prepare existing AF data warehouse and SPS scripts to support pilot
   d. Work with the Navy to integrate Navy SPS data into AF data warehouse
   e. Participate in technical solution testing
   f. Participate in pilot evaluation and opportunity analysis
   g. Participate in weekly status meetings

4. The Navy will:
   a. Assist in development of business requirements, common data model, and success criteria
   b. Participate in the procurement of an EII solution
   c. Utilize the Air Force SPS scripts to extract all of the spend common data model requirements for a Navy SPS system, where necessary collaborate with the cognizant Air Force personnel to modify extraction scripts to meet unique Navy extraction requirements
   d. Provide extracted SPS data (2-4 PD2 systems) and work with the Air Force to ensure that data is integrated into Air Force data warehouse
   e. Participate in technical solution testing
   f. Participate in pilot evaluation and opportunity analysis
   g. Participate in weekly status meetings

5. The MDA will:
    a. Assist in development of business requirements, common data model, and success criteria
    b. Participate in the procurement of an EII solution
    c. Utilize Army SPS script to extract spend data elements from MDA SPS system
    d. Collaborate with Army personnel to modify extraction scripts to meet unique MDA extraction requirements
    e. Work with the Army to integrate MDA PD2 data into Army data warehouse
    f. Participate in technical solution testing
    g. Participate in pilot evaluation and opportunity analysis
    h. Participate in weekly status meetings

DEPENDENCIES

No dependencies have been identified to date.

EXTERNAL INTERFACES

The pilot solution will interface with the existing Army data warehouse (ABIS) and Air Force data warehouse (CBIS). The Army and Air Force teams responsible for maintaining these warehouses are members of this pilot's joint working team. For the pilot, the Army and Air Force members are responsible for securing access to their data sources as identified in the responsibilities section above.

PLANS FOR SUPPORT ACTIVITIES

Training, quality assurance and technical documentation support activities have been included in the pilot project plan. Training documents will be developed prior to releasing the pilot spend analysis capability. Quality objectives have been defined for each pilot deliverable with the Joint Working Group reviewing and approving each deliverable. Lastly, technical documentation will be developed for the solution including EII configuration, business intelligence configuration, web services integration and user access.

PROJECT FACILITIES AND RESOURCES

The existing Army data warehouse is located in Fort Lee, Va. The existing Air Force data warehouse is hosted by DISA at Wright Patterson AFB, OH. The hosting environment for the pilot technical solution will be Fort Lee's data center.

NET CENTRICITY

This pilot will address the following Net-centric attributes:

- Internet Protocol (IP): The pilot solution will be implemented over an IP network including using web services and HTTP
- Secure Communications: The pilot solution will follow DoD's policies for information assurance

- Only Handle Information Once (OHIO): The pilot will pull data from existing data repositories rather than replicating data to create an additional data warehouse
- Post in Parallel: Data will be tagged and posted before processing
- Smart Pull (vice smart push): The pilot solution will register metadata in a discovery service to enable spend data to be pulled
- Data Centric: The pilot will service-enabled spend data which will allow other applications in the future to use this data
- Quality of Service: Performance will be measured during the pilot period.

SECURITY AND PRIVACY

The pilot will adhere to DoD privacy and security requirements. In addition, DOD security subject matter experts will be involved throughout the pilot lifecycle.

RISK MANAGEMENT

The risks for this pilot fall into one of the following categories: business, data/information, technology, and privacy/security.

The business risks include:

- *Stakeholder "Buy-in."* DoD stakeholders must clearly understand the objectives of not only the pilot but also the strategic sourcing process, which may have substantial impact on the way Contracting professionals currently procure goods and services.

The data/information risks include:

- *Quality and Completeness of Data*. The data sources for DoD spend include the numerous contract management systems already in place throughout the Department. The data quality of these sources is not fully understood. We will manage this risk by evaluating the availability, completeness, and quality of data and structuring future analysis based on the data so as to provide "tiers" of insight through multiple levels of analysis.

- *Data Taxonomy*. Spend category taxonomies typically differ from one data system to another. Additionally, different DoD activities may "bucket" various goods and services into different categories. Accordingly, we will "map" categories across systems based on a common data model and synchronize with the Data Forum to ensure the Lexicon and taxonomy for the pilot are consistent with the data dictionary approved by the Domain Data Forum.

The technology risks include:

- *Scalability.* Each existing data warehouse stores gigabytes of data. To ensure that the pilot solution is scalable when rolled out DoD-wide, we will assess performance and load testing during the pilot period.

The security / privacy risks include:

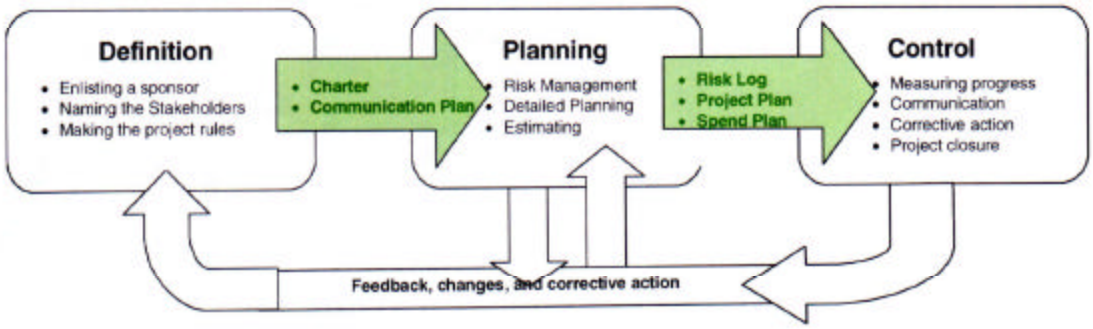
- *Data Protection.* The pilot will ensure that solution has strong encryption technologies and that the solution adheres to DoD privacy policies.
- *Application Security Standards*. The mitigation strategy is to clearly define application security requirements, incorporate acceptance/security testing into pilot strategy and include DOD security subject matter experts throughout the pilot lifecycle.

PROCESS OPTIONS AND DEVIATIONS

As a pilot project effort, the project management methodology that will be used is high level and flexible to support an on time, on budget, high quality process and includes three main functions:

- *Project Definition* – lays out the foundation for the project
- *Project Planning* – puts together the details of how to meet the project's goals given the constraints
- *Project Control* – includes all of the activities that keep the project moving toward the goal

Figure 6 - Project Management Methodology



The Joint Working Group will address any project management or lifecycle deviations as needed.

PROJECT STAGES

This pilot effort will be conducted in five phases. During each phase, the Joint Working Group will identify and resolve any issues that may arise. The JWG will also determine when the phase completion criteria have been satisfied to permit the pilot to proceed to the next phase.

Phase	Key Deliverables	Completion Criteria
Plan	• Project charter • Spend Plan • Project Plan	• Completion of Risk Management Process • Joint Working Group deliverable review and signoff
Design	• Architecture Document • Functional / Data Requirements	• Completion of Risk Management Process • Joint Working Group deliverable review and signoff
Conduct Proof of Concept	• Proof of Concept Results Document	• Joint Working Group deliverable review and signoff • Completion of Risk Management Process
Develop	• Target XML schema • Service-enabled BI application	• Execution of all test conditions with resolution to all open testing issues • Completion of Risk Management Process • Joint Working Group deliverable review and signoff
Evaluate	• Opportunity Analysis	• Joint Working Group deliverable review and signoff

PROJECT CONTROL

Strong communication among all stakeholders is vital to the success of this pilot. At the highest level, project communication includes setting and getting agreement on goals, coordinating the team, discovering and solving problems, and setting expectations. To ensure necessary stakeholder communication, this pilot effort will incorporate the following communication techniques:

- *Project Kick-off Meeting*
  This meeting brings all stakeholders together for an official start to the project. Key project information is shared and agreed upon in this meeting including project objectives, scope, approach, roles and responsibilities, project plan, and performance metrics.

- *Joint Working Group Status Meetings*
  These weekly meetings serve as an effective way to keep project on track as planned by keeping team members informed about all project developments, identifying potential problems and discussing solutions, and ensuring the team understands project progress and works together to determine any necessary changes.

- *Technical Team Meetings*
  These meeting will occur mainly during the *Conduct Proof of Concept and Develop* steps and enable the development teams to resolve technical issues and focus on the technical aspects of the project.

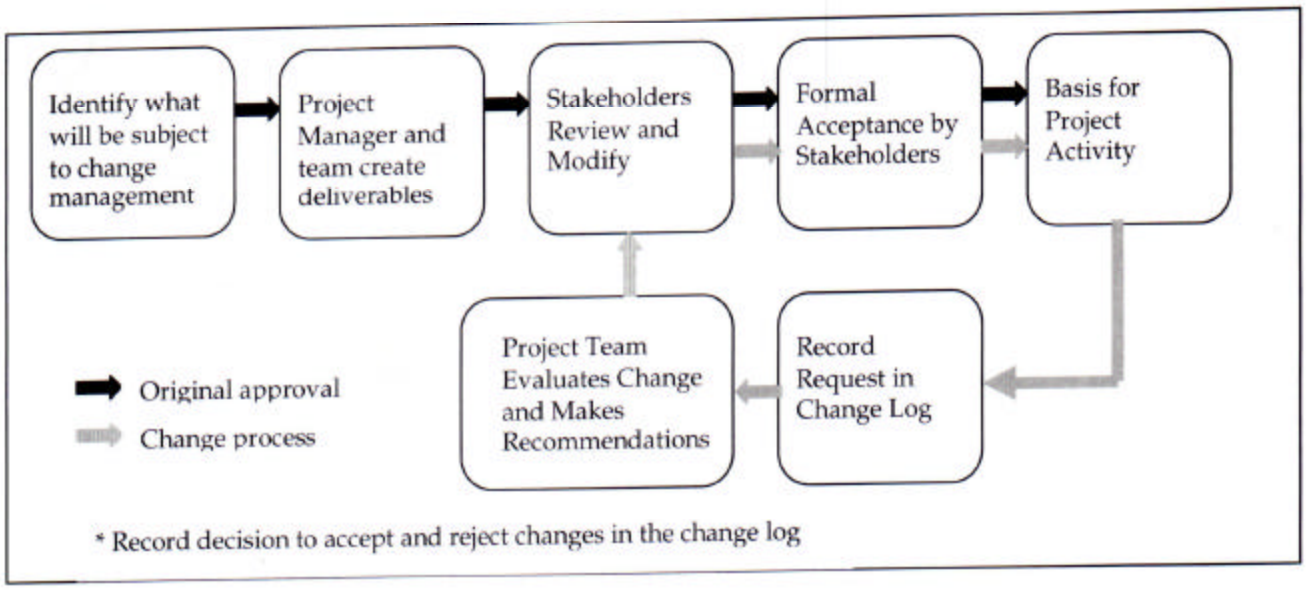
- *Project Plan*
  This document will serve as the main vehicle through which the entire pilot will be managed. It will contain the roadmap for reaching the end goal, showing work breakdown structures for each of the five phases, the targeted time to start and complete each tasks, and the corresponding owner responsible for each phase. The project plan will first be presented at the kick-off meeting and then will be reviewed at each status meeting; changes will be made as necessary; and the latest version of the plan will be kept either on a shared drive or collaboration site.

- *Pilot Status Reports*
  This tool will contain key facts about the project depending on current state of the pilot including timeline, progress, and budget in a well-organized easy to read format. The status report will first be created after each status meeting and the latest version of the report will be kept either on a shared drive or collaboration site.

- *Issues log*
  This document will contain issue ID, status description, owner, date opened, date closed, and any other comments regarding a particular project issue. The issue log will be reviewed at each status meeting; changes will be made as necessary; and the latest version of the log will be kept either on a shared drive or collaboration site.

- *Shared Drive/Collaboration Site*
  This accessible area will contain all relevant project information for easy access by all team members.

Change Management Process



The Joint Working Group has the necessary authority and expertise to evaluate and resolve a majority of the change requests and issues related to the scope of this pilot effort. During each project status meeting, each change request and issue will be reviewed. If a change should greatly impact the cost, schedule, or functionality of the pilot project and could not be resolved within the Joint Working Group, the issue would be presented to the JAEBOB for consideration.

Configuration Management

Candidates subject to configuration management include control documents, source programs, prototypes, and test environments. As the technical lead for the pilot, the Army will be responsible for identifying the establishing the proper configuration management control structure.

QUALITY CONTROL ACTIVITIES

The quality control activities play a vital role at each stage of the pilot and serve as the vehicle to determine stage completion. The Joint Working Group will conduct all of the following reviews.

Type of Review	Stage	Participants
Project Charter Review	Plan	Joint Working Group
Spend Plan Review	Plan	Joint Working Group
Project Plan Review	Plan	Joint Working Group
Business and Data Requirements Review	Design	Joint Working Group
System Architecture Review	Design	Joint Working Group
Test Plan Review	Develop	Joint Working Group, Technical Service Agency SMEs
Test Result Review	Develop	Joint Working Group, Technical Service Agency SMEs
Opportunity Analysis Review	Evaluate	Joint Working Group

PROJECT SUCCESS CRITERIA AND METRICS

High-level success criteria and metrics are as follows.

- *ROI through cost avoidance*. By creating a Domain enterprise spend analysis capability, we will eliminate the need for redundant investments from the Components to create their own capability. Based on initial reviews of planned Acquisition Domain investments, we conservatively estimate the benefits of this pilot to be approximately $4,000,000 (derived through cost avoidance). This benefit alone produces a 300% return on investment.

The following are the expected near-term benefits from this enterprise spend analysis pilot:

- *Automated spend analysis*. Automating the quantitative aspects of a spend analysis eliminates a large portion of the manual process required in its absence. We estimate a minimum savings of approximately $200k each year for each manual spend analysis avoided. Further, an automated solution allows managers to do spend analyses at any time with better quality, more complete and timely data. This capability will support the realization of an important objective for DoD Acquisition, which is to transform transaction managers into strategic business advisors.

- *Net-Centric approach to Spend Analysis*. By proving a net-centric approach to spend analysis is feasible, we will be able show the benefits of net-centricity within the Acquisition Domain.

- Internet Protocol
- Secure Communications
- Only Handle Information Once (OHIO)
- Post in Parallel
- Smart pull (vice smart push)
- Data centric
- Application Diversity
- Dynamic allocation of access
- Quality of service

The following are the expected long-term benefits from this enterprise spend analysis pilot:

- *Government Financial Benefits*. Cost savings and cost avoidance used to determine return on investment.
  - Cost Savings – The reduction in current DoD spending levels.
  - Cost Avoidance – Savings that result from eliminating need to expend resources.

- *Government Operational/Foundational Benefits*. Improvements in current business processes and workflow, including program productivity, efficiency, and effectiveness.
  - Data Accuracy - Accuracy and completeness of acquisition data.
  - Contract Spending Efficiency - Costs associated with fixed value acquisitions.
  - Government Guidelines Compliance - Degree of compliance with Federal and DoD guidelines on standard execution of processes and acquisition policies.
  - Streamlined Acquisition Process (between requirements definition and contract closeout) - Efficiency gained by streamlining and simplifying acquisition process.

- *Direct Customer/User Benefits*. Benefits that accrue to customers of the department's acquisition services, which might include the degree of effective competition, the ability to motivate contracting vendors, and overall customer satisfaction.
  - Effective Competition - Ability to increase innovation and quality of vendors.
  - Time Efficiency - Acquisition strategy capable of quickly and effectively meeting contingency requirements.
  - Customer Satisfaction - Commitment to providing customer service to Program Offices.
  - Performance-Based Service Acquisition - Ability to infuse contract innovation and hold contractors accountable for services provided.

- *Mission/Public Benefits*. Benefits realized by non-users, specifically the general public, include the advancement of DoD and government-wide mission goals as well as the fulfilment of socioeconomic goals.

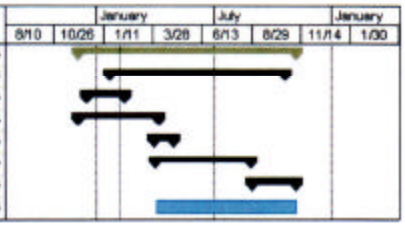
- *Strategic Benefits* - benefits of creating better alignment with other organizations within DoD and across government and enhancement of vendor relationships.
  - Supplier Satisfaction - Ability to build and manage strategic relationships with suppliers.
  - Partnership with other agencies - Ability to facilitate inter-government collaboration.
  - Organizational Alignment - Ability to strengthen DoD internal structures, processes, and coding.

PROJECT SCHEDULE AND EFFORT ESTIMATE

This pilot will begin in early February 2004 and will last approximately 9 months, ending in November of 2004. Figure 6 shows each major activity of the pilot with its start and finish date.

Figure 7 - Summary Project Plan

ID	WBS	Task Name	Duration	Start	Finish
0	0	Acquisition Spend Analysis Pilot	241 days	Wed 12/3/03	Fri 11/5/04
1	1	Program Management and Governance	194 days	Thu 1/22/04	Tue 10/19/04
6	2	Plan	43 days	Mon 12/15/03	Fri 2/13/04
13	3	Design	87 days	Wed 12/3/03	Mon 4/5/04
38	4	Conduct Proof of Concept	24 days	Mon 3/29/04	Thu 4/29/04
45	5	Develop	107 days	Thu 4/1/04	Fri 8/27/04
62	6	Evaluate	59 days	Mon 8/30/04	Fri 11/5/04
71	7	Conduct Information Assurance	157 days	Thu 4/1/04	Fri 11/5/04



PROJECT COST ESTIMATE

The total funding estimate for this pilot is $1,136,977. RAI-NC will fund $950,000 and the Acquisition Domain will fund $186, 977. Figure 7 provides the funding breakdown.

Figure 8 - Pilot Funding Estimate

LABOR	Army	Air Force	Navy	MDA
Labor (Government)	$82,708	$95,458	$35,158	$37,178
Labor (Contractor)	496,260	$70,714	$94,699	$76,902
Sub Total Labor	**$578,968**	**$166,172**	**$129,857**	**$114,080**

ODC	Army	Air Force	Navy	MDA
Travel	$25,000	$18,000	$24,000	$500
Software	$80,400	$0	$0	$0
Sub Total ODC	**$105,400**	**$18,000**	**$24,000**	**$500**

Total Funding	Army	Air Force	Navy	MDA	TOTAL
Total	$684,368	$184,172	$153,857	$114,580	**$1,136,977**
				RAI-NC Contribution	***$950,000***
				Domain Contribution	***$186,977***

Appendix A – Project Plan

ID	WBS	Task Name	Duration	Start	Finish	Lead	Participants	Risk
0	0	**Acquisition Spend Analysis Pilot**	**241 days**	**Wed 12/3/03**	**Fri 11/5/04**			
1	1	**Program Management and Governance**	**194 days**	**Thu 1/22/04**	**Tue 10/19/04**			
2	1.1	RAI-NC kick-off meeting	1 day	Thu 1/22/04	Thu 1/22/04	RAI-NC	DPAP, Army	L
3	1.2	Internal kick-off meeting	1 day	Wed 2/4/04	Wed 2/4/04	DPAP	All	L
4	1.3	Weekly status meetings	182 days	Mon 2/9/04	Tue 10/19/04	DPAP	All	L
5	1.4	JAEBOB, AGB Periodic Updates	182 days	Mon 2/9/04	Tue 10/19/04	DPAP	All	L
6	2	**Plan**	**43 days**	**Mon 12/15/03**	**Fri 2/13/04**			
7	2.1	Develop Project Plan	38 days	Mon 12/15/03	Fri 2/6/04	DPAP	All	L
8	2.2	Develop Project Charter (MOA)	38 days	Mon 12/15/03	Fri 2/6/04	DPAP	All	L
9	2.3	Develop Spend Plan (cost estimates)	32 days	Tue 12/23/03	Fri 2/6/04	DPAP	All	L
10	2.4	JAEBOB Review	5 days	Fri 2/6/04	Thu 2/12/04	DPAP	DPAP	L
11	2.5	Obtain AGB signatures	1 day	Fri 2/13/04	Fri 2/13/04	DPAP	DPAP	L
12	2.6	*Project Charter, Spend, Project Plan Approved*	*0 days*	*Fri 2/13/04*	*Fri 2/13/04*			
13	3	**Design**	**87 days**	**Wed 12/3/03**	**Mon 4/5/04**			
14	3.1	**Define Report / Data Requirements**	**87 days**	**Wed 12/3/03**	**Mon 4/5/04**			
15	3.1.1	Define reports (draft)	47 days	Wed 12/3/03	Mon 2/9/04	DPAP	All	L
16	3.1.2	Define data element requirements (draft)	47 days	Wed 12/3/03	Mon 2/9/04	DPAP	All	L
17	3.1.3	JWG Review of Requirements	5 days	Tue 2/10/04	Mon 2/16/04	All	All	
18	3.1.4	*Requirements v1.0 Approved*	*0 days*	*Mon 2/16/04*	*Mon 2/16/04*			
19	3.1.5	Develop target data model	10 days	Tue 2/17/04	Mon 3/1/04	DPAP	All	L
20	3.1.6	Map Army / AF data elements	20 days	Tue 3/2/04	Mon 3/29/04	Army, AF	DPAP	L
21	3.1.7	JWG Review of Data Model	5 days	Tue 3/30/04	Mon 4/5/04	All	All	
22	3.1.8	*Data Model Approved*	*0 days*	*Mon 4/5/04*	*Mon 4/5/04*			
23	3.2	**Define Architecture**	**53 days**	**Mon 12/15/03**	**Fri 2/27/04**			
24	3.2.1	Define solution architeture	13 days	Mon 12/15/03	Fri 1/2/04	DPAP	All	L
25	3.2.2	Develop Proof of Concept Plan	15 days	Mon 2/2/04	Fri 2/20/04	DPAP, Army	All	L
26	3.2.3	JWG Review of Architecture / POC Plan	5 days	Mon 2/23/04	Fri 2/27/04	All	All	
27	3.2.4	*POC Plan Approved*	*0 days*	*Fri 2/27/04*	*Fri 2/27/04*			
28	3.3	**Evaluate BI Software**	**61 days**	**Fri 1/2/04**	**Fri 3/26/04**			
29	3.3.1	Conduct market survery of BI vendors	8 days	Fri 1/2/04	Tue 1/13/04	Army	DPAP	L
30	3.3.2	Conduct BI vendor demos	2 days	Wed 1/14/04	Thu 1/15/04	Army	Navy, DPAP	L
31	3.3.3	Develop BI Requirements	5 days	Wed 2/4/04	Tue 2/10/04	Army	All	L
32	3.3.4	Develop RFP and obtain funding	2 days	Wed 2/11/04	Thu 2/12/04	Army	All	L
33	3.3.5	Release RFP	15 days	Fri 2/13/04	Thu 3/4/04	Army	All	H
34	3.3.6	Receive Proposals	1 day	Fri 3/5/04	Fri 3/5/04	Army	All	H
35	3.3.7	Evaluate Proposals	5 days	Mon 3/8/04	Fri 3/12/04	Army	All	H
36	3.3.8	*BI vendor selection approved*	*0 days*	*Fri 3/12/04*	*Fri 3/12/04*			
37	3.3.9	Procure BI COTS	10 days	Mon 3/15/04	Fri 3/26/04	Army	Army	H
38	4	**Conduct Proof of Concept**	**24 days**	**Mon 3/29/04**	**Thu 4/29/04**			
39	4.1	Install software	1 day	Mon 3/29/04	Mon 3/29/04	Army	All	L
40	4.2	Evaluate use of web services	20 days	Tue 3/30/04	Mon 4/26/04	Army	All	L
41	4.3	Evaluate use of SQL constructs	20 days	Tue 3/30/04	Mon 4/26/04	Army	All	L
42	4.4	Demonstrate BI / BI capabilities	20 days	Tue 3/30/04	Mon 4/26/04	Army	All	L
43	4.5	JWG Review of POC Results	3 days	Tue 4/27/04	Thu 4/29/04	All	All	
44	4.6	*Proof of Concept Results Approved*	*0 days*	*Thu 4/29/04*	*Thu 4/29/04*			
45	5	**Develop**	**107 days**	**Thu 4/1/04**	**Fri 8/27/04**			
46	5.1	Prepare Army / AF datawarehouse for pilot	20 days	Fri 4/30/04	Thu 5/27/04	Army, AF	DPAP	L
47	5.2	Modify SPS scripts	20 days	Thu 4/1/04	Wed 4/28/04	Army, AF	ALL	L
48	5.3	BI Design	30 days	Fri 5/28/04	Thu 7/8/04	Army	DPAP	M
49	5.4	Design BI Universe / Reports	30 days	Fri 5/28/04	Thu 7/8/04	Army, AF	DPAP	L
50	5.5	Build web portal	15 days	Fri 7/9/04	Thu 7/29/04	Army	DPAP	L
51	5.6	Integrate discovery and security services	15 days	Fri 7/30/04	Thu 8/19/04	Army	DPAP	H
52	5.7	Develop Application Service (Demo)	15 days	Fri 7/30/04	Thu 8/19/04	Army	DPAP	M
53	5.8	Establish BI and BI hosting environment	15 days	Fri 7/30/04	Thu 8/19/04	Army	DPAP	L
54	5.9	Develop technical documentation	80 days	Fri 4/30/04	Thu 8/19/04	Army	DPAP	L
55	5.10	**Conduct testing**	**6 days**	**Fri 8/20/04**	**Fri 8/27/04**			
56	5.10.1	Conduct software testing	3 days	Fri 8/20/04	Tue 8/24/04	Army	All	L
57	5.10.2	Conduct integration and Regression Testing	3 days	Wed 8/25/04	Fri 8/27/04	Army	Army	L
58	5.10.3	*Spend Analysis Capability Delivered*	*0 days*	*Fri 8/27/04*	*Fri 8/27/04*			
59	5.11	**Develop Training Package**	**25 days**	**Wed 7/14/04**	**Tue 8/17/04**			
60	5.11.1	Develop Training Documents / Course	10 days	Wed 7/14/04	Tue 7/27/04	Army	Army	L
61	5.11.2	Conduct Training	15 days	Wed 7/28/04	Tue 8/17/04	Army	DPAP	L
62	6	**Evaluate**	**50 days**	**Mon 8/30/04**	**Fri 11/5/04**			
63	6.1	**Conduct functional evaluation**	**45 days**	**Mon 8/30/04**	**Fri 10/29/04**			
64	6.1.1	Modify Reports (if needed)	30 days	Mon 8/30/04	Fri 10/8/04	Army	DPAP	L
65	6.1.2	Customer Support during evaluation period	45 days	Mon 8/30/04	Fri 10/29/04	Army	All	L
66	6.1.3	Conduct Performance Testing	45 days	Mon 8/30/04	Fri 10/29/04	Army	All	L
67	6.1.4	Collect / Record Lessons Learned	45 days	Mon 8/30/04	Fri 10/29/04	DPAP	All	L
68	6.2	Develop Opportunity Analysis Plan	45 days	Mon 8/30/04	Fri 10/29/04	DPAP	All	L
69	6.3	JWG Review of Opportunity Analysis	5 days	Mon 11/1/04	Fri 11/5/04	All	All	
70	6.4	*Opportunity Analysis Approved*	*0 days*	*Fri 11/5/04*	*Fri 11/5/04*			
71	7	**Conduct Information Assurance**	**157 days**	**Thu 4/1/04**	**Fri 11/5/04**	Army	All	L

Appendix B – Spending Plan

Acquisition Domain

RAI-NC Pilot Project Spending Plan (Budget)

Project Name: Acquisition Spend Analysis Pilot **Project Manager: Ms. Diane Morrison**
Submitting Activity: Acquisition Domain

	Feb	Mar	Apr	Jun	Jul	Aug	Sep	Oct	Nov	Total
Labor (Organic)										
Army	$9,190	$9,190	$9,190	$9,190	$9,190	$9,190	$9,190	$9,190	$9,190	*$82,708*
Air Force	$10,606	$10,606	$10,606	$10,606	$10,606	$10,606	$10,606	$10,606	$10,606	*$95,458*
Navy (to Air Force)	$3,906	$3,906	$3,906	$3,906	$3,906	$3,906	$3,906	$3,906	$3,906	*$35,158*
MDA	$4,131	$4,131	$4,131	$4,131	$4,131	$4,131	$4,131	$4,131	$4,131	*$37,178*
Subtotal Labor (Organic)	*$27,834*	*$27,834*	*$27,834*	*$27,834*	*$27,834*	*$27,834*	*$27,834*	*$27,834*	*$27,834*	*$250,502*
Labor (Contract)										
Army	$55,140	$55,140	$55,140	$55,140	$55,140	$55,140	$55,140	$55,140	$55,140	*$496,260*
Air Force	$7,857	$7,857	$7,857	$7,857	$7,857	$7,857	$7,857	$7,857	$7,857	*$70,714*
Navy (to Air Force)	$10,522	$10,522	$10,522	$10,522	$10,522	$10,522	$10,522	$10,522	$10,522	*$94,699*
MDA	$8,545	$8,545	$8,545	$8,545	$8,545	$8,545	$8,545	$8,545	$8,545	*$76,902*
Subtotal Labor (Contract)	*$82,064*	*$82,064*	*$82,064*	*$82,064*	*$82,064*	*$82,064*	*$82,064*	*$82,064*	*$82,064*	*$738,575*
Software										
App Server		$10,000								*$10,000*
BI Support			$17,600	$17,600						*$35,200*
EII Support			$17,600	$17,600						*$35,200*
Subtotal Software	*$0*	*$10,000*	*$36,200*	*$35,200*	*$0*	*$0*	*$0*	*$0*	*$0*	*$80,400*
Hardware										
										$0
Subtotal Hardware	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*
Other										
Travel (Army)	$2,778	$2,778	$2,778	$2,778	$2,778	$2,778	$2,778	$2,778	$2,778	*$25,000*
Travel (AF)	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	*$18,000*
Travel (Navy)	$2,667	$2,667	$2,667	$2,667	$2,667	$2,667	$2,667	$2,667	$2,667	*$24,000*
Travel (MDA)	$56	$56	$56	$56	$56	$56	$56	$56	$56	*$500*
Subtotal Other	*$7,500*	*$7,500*	*$7,500*	*$7,500*	*$7,500*	*$7,500*	*$7,500*	*$7,500*	*$7,500*	*$67,500*
Grand Total	*$117,397*	*$127,397*	*$152,597*	*$152,597*	*$117,397*	*$117,397*	*$117,397*	*$117,397*	*$117,397*	*$1,136,977*

RAI-NC Funding	$ 950,000
Domain Funding	$ 186,977
	$1,136,977